



DEPARTMENT OF THE AIR FORCE

HEADQUARTERS AIR FORCE SPACE COMMAND

09 OCT 2001

MEMORANDUM FOR SEE DISTRIBUTION

FROM: HQ AFSPC/LG
150 Vandenberg St Ste 1105
Peterson AFB CO 80914-4430

SUBJECT: INFO.LTR 2002-01, Performance Based Services Acquisition Review Teams

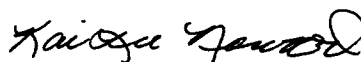
1. Several years ago Federal, DoD and AF efforts began focusing on converting as many recurring service contracts as possible to Performance Based Services Acquisitions (PBSAs). Issued publications include an OFPP guide, a DoD guide and an AF Instruction (63-124). A 5 Apr 00 DoD policy letter laid out goals of awarding 50% of *both* service contract dollars and service contract "actions" as PBSAs by FY05. Follow-on memos from HQ USAF/CV (12 Jul 00) and SAF/AQC (20 Jul 00) confirmed Air Force support to the PBSA approach. At the AFSPC level, LGC held roadshow training at each wing and further emphasized the criticality of PBSAs at the last four semi-annual contracting conferences. Relevant material is posted on the HQ AFSPC/LGC web site (<http://www.peterson.af.mil/hqafspc/contracting/>) under "PBSA."
2. As with any major shift in procedures, there have been some successes and some lessons learned. HQ AFSPC/LGC has reviewed PBSAs for several years now, and one area needing attention is the preparation of statements of work (SOWs). Contrary to expectations, PBSA SOW quality has not improved through time. Each SOW preparation appears to start from ground zero, failing to build on the learning curve from previous acquisitions. This trend extends to both intra- and inter-CONS efforts—deficiencies identified and corrected by HQ AFSPC/LGC reviewers continue to be replicated, even in subsequent SOWs submitted by the same CONS. In short, although PBSA implementation began in Mar 99, institutional learning is lacking.
3. To expedite the transition to PBSA, capture lessons learned and promote institutional learning, two HQ AFSPC/LGC action officers were selected to become PBSA SOW-writing experts. Due to the success of LGC's approach, each CONS will now be required to stand up a single PBSA core team charged with the responsibility of participating in SOW preparation and review (for PBSA attributes) prior to submitting the SOW to HQ AFSPC/LGC for review. If, after submission, changes are needed, the HQ AFSPC/LGC PBSA team will work hand-in-hand with the designated CONS core PBSA team to promote institutional learning. Obviously the BRAG for the acquisition in question will interact with the HQ AFSPC/LGC PBSA team, but review comments and other feedback will always be relayed to the wing PBSA team.

4. One strength of the HQ AFSPC/LGC team is that it has both a contracting person and a quality assurance (GS-1910) person. Therefore, where a wing has a GS-1910 cadre, the core PBSA team must include both contracting and QA personnel. Where possible, QA team representation is very beneficial because GS-1910s are adept at designing the "Service Delivery Summary" portion of the SOW that is the heart of a well-written PBSA contract.

5. Total team size is up to each wing, but should be based on anticipated volume of contract re-competitions. Selected team members should have: 1) Anticipated time on station to allow them to actualize institutional learning; 2) Group facilitation skills to lead BRAGs in converting old process-based SOWs to performance (results)-based SOWs; and 3) An adequate level of experience.

6. To kick off this initiative, HQ AFSPC/LGC will soon host PBSA refresher training for all PBSA core teams. Recommend exploring the potential for using civilian personnel office-provided acquisition training funds to support this effort.

7. The information contained in this letter is directive for all AFSPC contracting and QA offices and is issued under Special Publication System, AFSPCI 64-101, for Specialized Contracting Procedures. Please forward your PBSA core team member names to the HQ AFSPC/LGC PBSA team members: Suzanne Snyder, LGCP, suzanne.snyder@peterson.af.mil, DSN 692-5498 and Ed Albin, LGCM, edward.albin@peterson.af.mil, DSN 692-2418, by 22 Oct 01. Both Ms. Snyder and Mr. Albin stand ready to discuss any aspect of this initiative with you or your staff.


KAI LEE NORWOOD
Colonel, USAF
Director of Logistics

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